

Henry Ford Tells How To Save The Railroads

BY E. M. THIERRY.

IN CAMP, via OAKLAND, Md., July 30.—"I am not trying to burglarize my railroad—I'm making it serve the public."

That is the bottled-down answer Henry Ford gave when I asked him to tell his "magic formula" for curing America's railroad ills.

Giving two hours out of his vacation in the West Virginia mountains with H. S. Firestone, and Thomas A. Edison, he told me how after purchase he rehabilitated the D. T. & I. railroad. And he declared that application of the same methods would make all "sick" railroads well.

"We cut freight and passenger rates 20 per cent and we boosted wages," said Ford. "And it won't take long to reduce the rates 50 per cent."

All Could Cure.

"All railroads could cut their rates in half. We have shown them how. But I'm afraid they won't do it."

"Under Wall St. management the only way they know how to make money is higher railroad rates—which is the poorest way in the world to get business."

Ford said he "wasn't a magician," and "didn't wield a magic wand." This is his recipe:

"Keep the railroad busy and the equipment busy and all the men on it busy."

"On the D. T. & I. we are getting along fine—making money where the road never made money before, making it because the men are busy and their hearts are in their work."

"We eliminated waste and dead wood. All railroads can—and should—do the same thing."

Ford declared he found enough scrap along the D. T. & I. to pay for its purchase.

"What is the first thing you would do if you were given all the railroads to run?" I asked him.

"Slash rates, boost wages, let a lot of the men go," he replied. "I'd let some of the men go back to the farm—temporarily. They'd be of more use there."

Thinkers Needed.

"There are too many men running the railroads who let somebody else do their thinking for them. We want men who can think for themselves."

"That's why I made my son, Edsel, president of the Ford Motor Co. He thinks for himself."

"Another thing is that too many men let titles spoil them. That's why I made myself president of the D. T. & I."

"I'm glad to say the title of president didn't spoil Edsel."

As a railroad president Ford receives season passes from other railroads. But he doesn't use them. They offer to haul his private car free. He always pays for it.

"As long as money is the medium of exchange," he said, "I believe it ought to be used. If I want something and I haven't got the money to buy it I ought not to buy it. Too bad everybody doesn't follow that plan."

One of Ford's "reforms" on the D. T. & I. was to take able men out of his motor car industry and let them run the railroad.

Too Much Tradition.

"A lot of railroads would be better off if they adopted a policy along that line," he said. "There is too much tradition in the railroads—doing things in old-fashioned ways."

"What did we ever know about railroads—except to ride on 'em? Yet we've got our road organized so that inside of a year it is making money. Any railroad could be put on its feet in that time."

"The old-fashioned method of running railroads—and in lots of other businesses—is to do as little as you can and get the most money as fast as possible."

"I see a new era dawning, with this creed: Do as much as you can, get small returns, and serve the most people—and the money will come in so fast you won't know where it's coming from—it will inundate you."

Too Much Manipulation.

I asked Ford what he thought was the matter with American railroads.

"Too much stockholder," he replied promptly. "I mean too much

Wall St. manipulation—and too much weight in the rolling stock."

"Fundamental principles must be changed. Designs must be made for lighter rolling stock."

"I don't believe in government ownership, because what is everybody's business is nobody's business. There should be private co-ordination of all the railroad systems."

"Railroads have been managed by stockholders who only figure how much they can get out of them for the moment—not what they can do in the future."

"No, I am not against a great mass of stockholders—if they are the right kind. The right kind of stockholder in a railroad or in any industry is one who is doing the work—who has his heart in it."

"Forty years ago my father used to say something that applies to that very thing:

"He who by the plow would thrive, Must either hold the plow or drive."

"In all our plants and branches we have from 60,000 to 65,000 men," he said. "Two-thirds of them have between \$7,000,000 and \$10,000,000 invested in the companies they work for. This plan has been in operation two years. An employee can own an investment certificate—which is non-transferable—only so long as he works for us. When he leaves he must sell. When he isn't with us physically and in spirit he isn't a good stockholder."

"That applies to railroads. If the men on the trains and in the shops had stock and there was common sense in their management we wouldn't have a railroad problem."

Laws Throttle Roads.

"Present railroad laws throttle the railroads. For instance, when they want to make extensions they must

issue bonds and draw in more money and more idle stockholders. The railroads should earn and pay for their own extensions. The laws were made solely to favor investors whose insidious aim is to destroy enterprise."

"Young men ought to get into railroads and industry. I believe every young man who enters his father's business should first get an interest in it—so he can put his heart into the game."

Ford is proud of the fact that his railroad does not operate on Sundays.

"We are going to stop every wheel from 6 o'clock Saturday evening till 6 o'clock Monday morning," he explained. "I want to give the employees a Sunday when everybody else has it. No man can work more than six days a week and keep it up. We have an eight-hour day and a six-day week—and the men are more careful and more interested."

"Our railroad men get more money than the brotherhood scales. There may be brotherhood men on our railroads and union men in our motor car and tractor plants—but they don't work at unionism. We deal with them direct. In our work we recognize neither color nor creed—religious, political or industrial creed."

Ford stood most of the time during the talk in a characteristic attitude—his left hand propped under his chin and his left elbow held in his right hand. That's his "thinking position."

He is 58. His hair is quite gray and he wears it long on top of the head where it is getting a bit thin. He is thin, a bit stoop shouldered, sharp of feature and has deep-set blue-gray eyes.

(Copyright, 1921.)

SUMMER MOTORISTS TOURING WEST NOW SWARM MAIN ROADS

Picturesque Travelers Termed Modern Gypsies as They Camp Along Highway.

PORTLAND, Ore., July 30.—Gone are the slow-moving vans, the moth-eaten wagons with their worse moth-eaten steeds, the canvas-covered prairie schooners. The tourist of yesterday has been relegated to the limbo of oblivion with the advent of the flivver and the paved highway.

The modern gypsy is here! Portland is the clearing house for hundreds of tourists each day at this time of the year. And these tourists are in a class by themselves.

California or Canada bound, they are pouring over the highways of the northwest—an animated, good natured, Goth-like hoard, roving of eye, cheerful of countenance, and amiable of disposition.

Picturesque Travelers.

In vehicles of all sorts they come, from touring cars with neatly arranged cases containing baggage to big lumberlike bodies mounted on "flivver" chassis, in which whole families live day in and day out, and from whose windows the eager faces of children peer and from whose sides float string-loads of vari-colored "wash."

No weather can deter them, no hardship can cast them down. They are out for a good time. Some parties have been on the road for months, others have just started.

In the auto camp here license tags from as many as 30 states have mingled their colors and their combinations of numerals. Along the highways drifting smoke betokens

the presence of campers along meandering creeks and beside cool rivers.

They are going somewhere. Where? They don't know.

"We're seeing the country," they say. "We've worked hard for years and now we're taking our vacation. It's a great life."

Engines Puff Steam.

It is no uncommon sight to see the puny radiator of a cheap car puffing steam through the water vent as the puny engine beneath the hood battles valiantly to hurry along a barn-like tonneau with a family of a dozen.

The camaraderie of it all! "Oh, dad, look, there's the people we saw near Yosemite," a youngster will cry. Or,

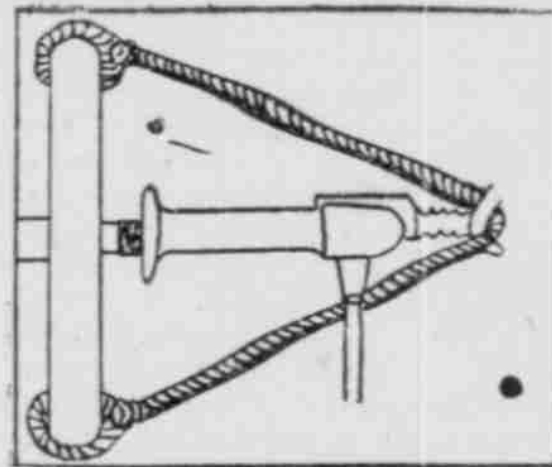
"Hello, folks. Haven't seen you since we pulled through Fourth of July canyon. How's tricks?" Or,

"By George, we'd sure been out of luck if you folks hadn't loaned us that gasoline there in the desert."

The whole northwest is pervaded

NEW METHOD MAKES AUTO WHEEL EASY

Not much effort is needed to remove a wheel by this method. Jack up the car, remove the hub cap and place a block of wood between the axle and base of a jack. Tie a



strong rope at one side of the wheel, pass it over the head of the jack to the opposite side of the wheel. Work the jack out against the rope, and the wheel will come off easily.

with the spirit of the modern gypsy. And here, where their Mecca seems to be, the long lines of them stretch back into the middle western plains, up into the mountains of Canada, or down into the rice bottoms of California.

"Make way for the migratory American," mutters the traffic cop, as he swings his semaphore to watch them chug past.

BANKS IN RUSSIA AGAIN.

REVAL.—Private banks again will be allowed to operate in soviet Russia, according to the Krasnaya Gazeta, bolshevik organ. The red government also will allow private citizens to hold money and bonds. Funds seized by the government will be restored.

KIDS WILL BE KIDS.

MACON, France.—Madame Caland led the grand march at a celebration here in honor of her 100th birthday. Madame Piffaut, 97, and Monsieur Cuspot, 94, was among the fox trotters.

Taxicabs for small freight are now being used in Paris.

Try NEWS-TIMES Want Ads

CHANDLER SIX

July, 1913

\$1785

July, 1921

It was a five-passenger touring then. It was a new car and a good one. It sold for \$1785. Many of the Chandlers built that year are still in active service.

The big, handsome, powerful seven-passenger Chandler of today, developed and refined as these years have passed, would have sold for twice as much then. It sells for \$1785 now.

The Chandler policy then was high quality at low price, and that is the policy now, always has been and always will be.

Other cars of many kinds and many motors have come and gone in those eight years, while the Chandler lives and multiplies its friendships.

Before You Buy Any Other Car, See the Chandler

Seven-Passenger Touring Car, \$1785
Four-Passenger Roadster, \$1785
Seven-Passenger Sedan, \$2885
Two-Passenger Roadster, \$1785
Four-Passenger Dispatch Car, \$1865
Four-Passenger Coupe, \$2785
Limousine, \$3385
(Prices f.o.b. Cleveland, Ohio)

Cord Tires Standard Equipment

F. L. MENDEZ & CO., Inc.

Salesroom 217 East Jefferson Blvd.
Dealers
M. HILDEBOLD & SON
Knox, Ind.
Lincoln 1693
Dealers
PIER & ROLOFF
New Carlisle, Ind.

The Chandler Motor Car Company, Cleveland, Ohio

REO

New Models—New Prices

Here's the news you have been waiting for.

For months past the one query most often propounded in motoring circles has been, "What is Reo going to say—and when?"

Here's the answer.

New Closed Models—4-passenger Coupe and 5-passenger Sedan—are now available.

New Prices on Touring and Roadster models effective August 1st.

Story is too long to tell here. 'Twould take a page to tell you about one model alone.

Besides you will have to see these new Reos to fully appreciate.

Suffice to say, all Passenger Car Models have that wonderfully silent, sweet-running, amazingly powerful Reo Six Motor—the greatest motor in the world of its size and for its purpose.

In every genuine advance in automotive science—in all that makes for greater motoring satisfaction—this Six upholds Reo traditions of leadership and merits the title, "The Incomparable—the Six of Sixty Superiorities."

The epitome of Reo engineering experience—the last word in coach building.

In that mighty Reo Speed Wagon we now have something sensational to offer you.

Nobby Cord Tires all 'round and—a greatly reduced price—also effective August 1st.

This Speed Wagon dominates the Field regardless of carrying capacities.

Wherever Motor Trucks are known this Speed Wagon is known as the best.

It fits every business—meets every carrying need.

Range of usefulness is practically unlimited—most versatile as well as most dependable.

Always the lowest priced commercial car of its carrying capacity, this Speed Wagon is now a better buy than ever.

When you've seen these new Reos and heard the new prices, you'll say, Reo is today, more than ever, "The Gold Standard of Values."

Come in and see and hear the whole story.

Farneman-Tasher Motor Co.

515-517 South Michigan St. Main 4110.

Reo Motor Car Company, Lansing, Michigan

Studebaker

NEW PRICE \$1335

NEW LIGHT-SIX
Five-Passenger, 40-horsepower, 112-inch wheelbase
\$1335 f.o.b. South Bend

THE new price of the LIGHT-SIX was made possible because it includes but one manufacturing profit on castings, forgings, stampings, motor, axles, transmission, frame, body, top, etc.—because the amount of overhead per car is very small, due to quantity production—because excess weight is eliminated without the sacrifice of durability or quality.

This is a Studebaker Year

Studebaker Corporation of America

RETAIL FACTORY BRANCH:
LAFAYETTE AND SOUTH STREETS

NEW PRICES OF STUDEBAKER CARS

f. o. b. Factories, effective June 1st, 1921

Touring Cars and Roadsters		Coupes and Sedans	
LIGHT-SIX 2-PASS. ROADSTER	\$1330	LIGHT-SIX 2-PASS. COUPE ROADSTER	\$1695
LIGHT-SIX TOURING CAR	1335	LIGHT-SIX 5-PASS. SEDAN	1995
SPECIAL-SIX 2-PASS. ROADSTER	1585	SPECIAL-SIX 4-PASS. COUPE	2450
SPECIAL-SIX TOURING CAR	1635	SPECIAL-SIX 6-PASS. SEDAN	2550
SPECIAL-SIX 4-PASS. ROADSTER	1635	BIG-SIX 4-PASS. COUPE	2850
BIG-SIX TOURING CAR	1985	BIG-SIX 7-PASS. SEDAN	2950

ALL STUDEBAKER CARS ARE EQUIPPED WITH CORD TIRES